

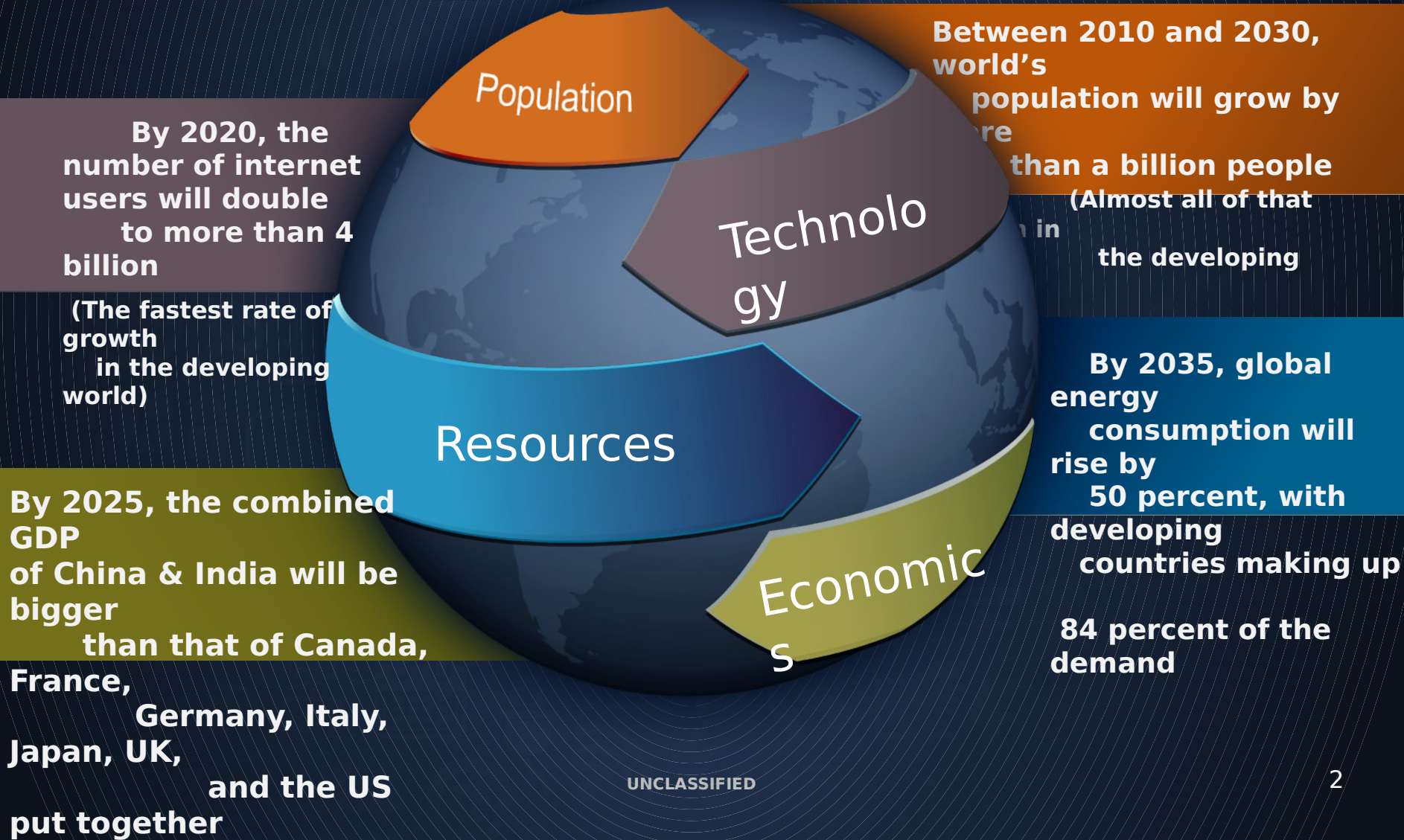


“Operationalizing Intelligence Across the Global Enterprise”

LTG Michael T. Flynn

Global Megatrends – The Imperative for Change

A complex and uncertain future for a world transforming at an unprecedented rate...



Global Megatrends – Crisis is the New Normal

A closer look at population and information technology

POPULATION

By 2020, more than 500 cities

with one million or more people

Competition for food, water, and energy breeds conflict and social unrest

Overpopulation weakens local governance, security, and employment opportunity

Unstable governments struggle to provide for their people and empower transnational groups

The unpredictable shifting security landscape

INFO TECHNOLOGY

By 2020, more than half the world's population

connected to the Internet

Increased connectivity gives enemies a platform and network without accountability

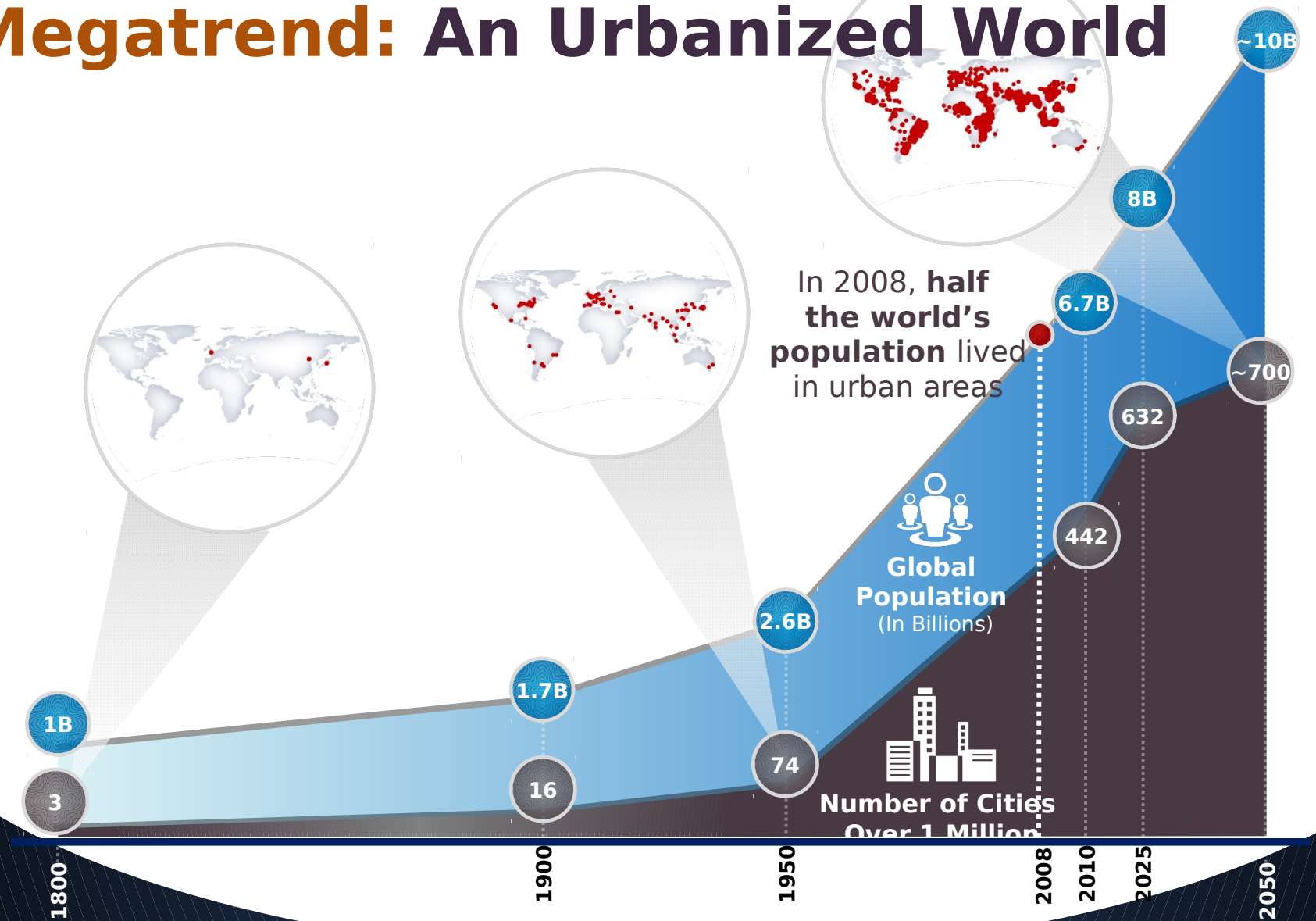
Wildcard and networked threats exert strategic influence despite limited resources

Development of disruptive technology outpaces our policies and ability to protect against attack

Data correlation, recall, and storage become

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Megatrend: An Urbanized World

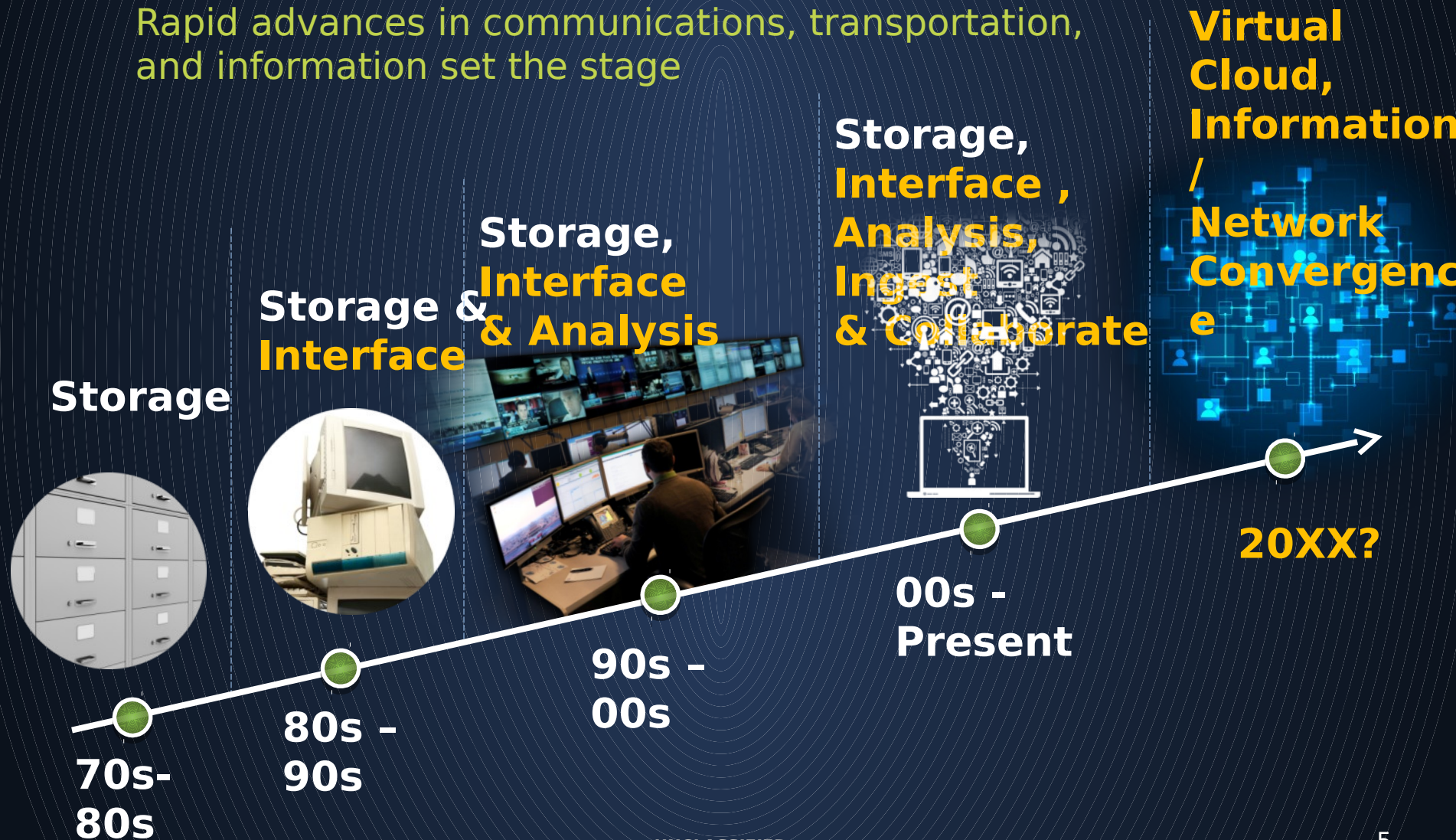


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Statistics taken from US Census Bureau and the United Nations

Information Technologies & the Internet

Rapid advances in communications, transportation, and information set the stage



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What Happens in an Internet Minute?



And Future Growth is Staggering



Global Megatrends – So What

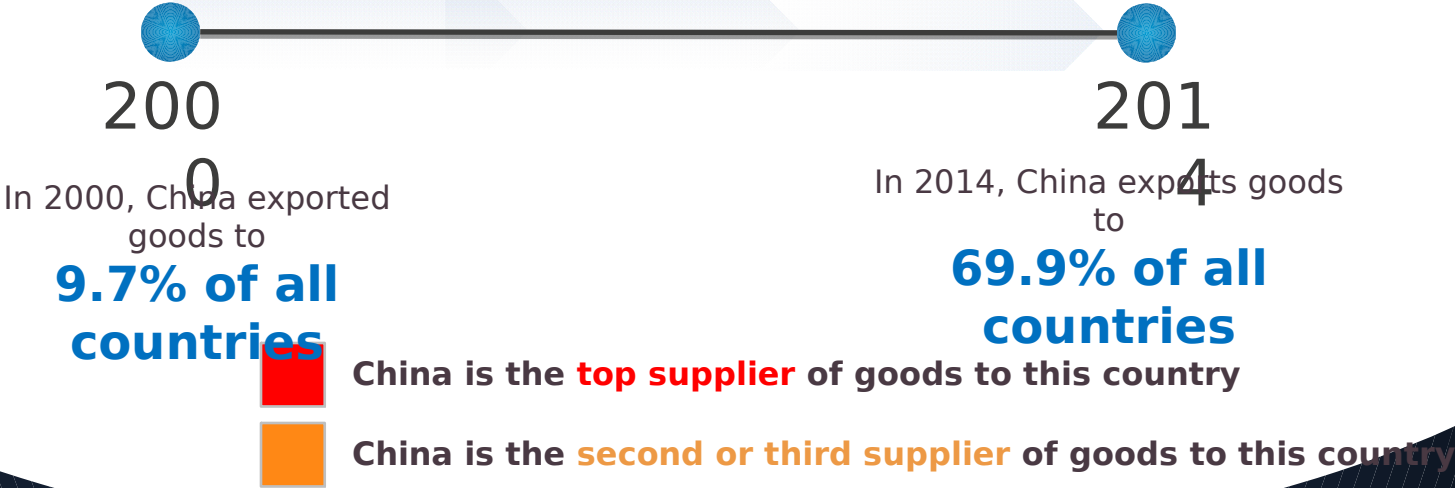


We must adapt to a complex spectrum of instability and uncertainty

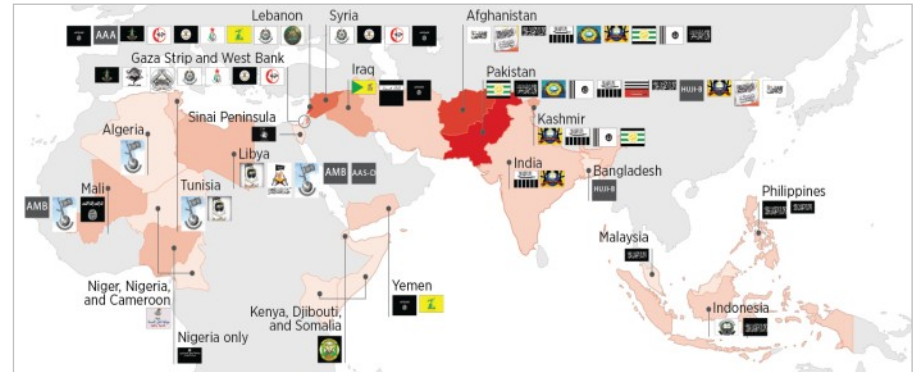
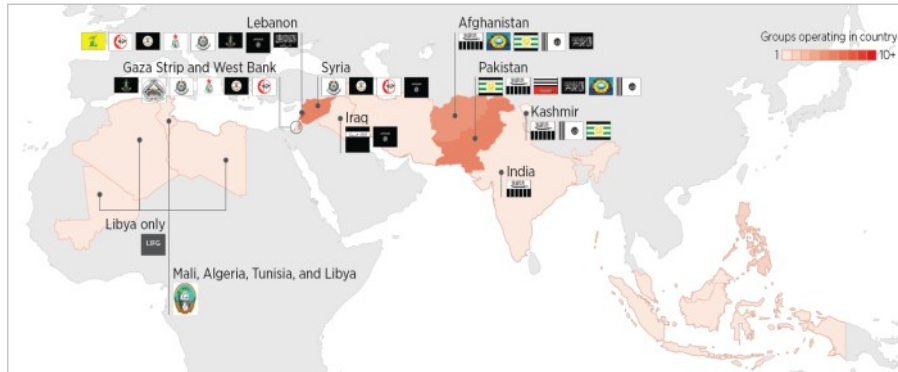
- **Acknowledge** the unpredictable nature of the operating environment
- **Prioritize** building a new type of intelligence workforce
- **Develop** tools to understand a data-rich environment
- **Build** agility and flexibility to rapidly shift resources
- **Expand** the warning function to the edge
- **Understand** impacts of social media on the intelligence collection system
- **Partner** for advantage with non-traditional partners

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China's global supply increase



Islamic Terrorist Groups



2004 18 Total Countries/Territories with Islamic Terrorist Groups Present

21 Total Islamic Terrorist Groups

2014 24 Total Countries/Territories with Islamic Terrorist Groups Present

41 Total Islamic Terrorist Groups

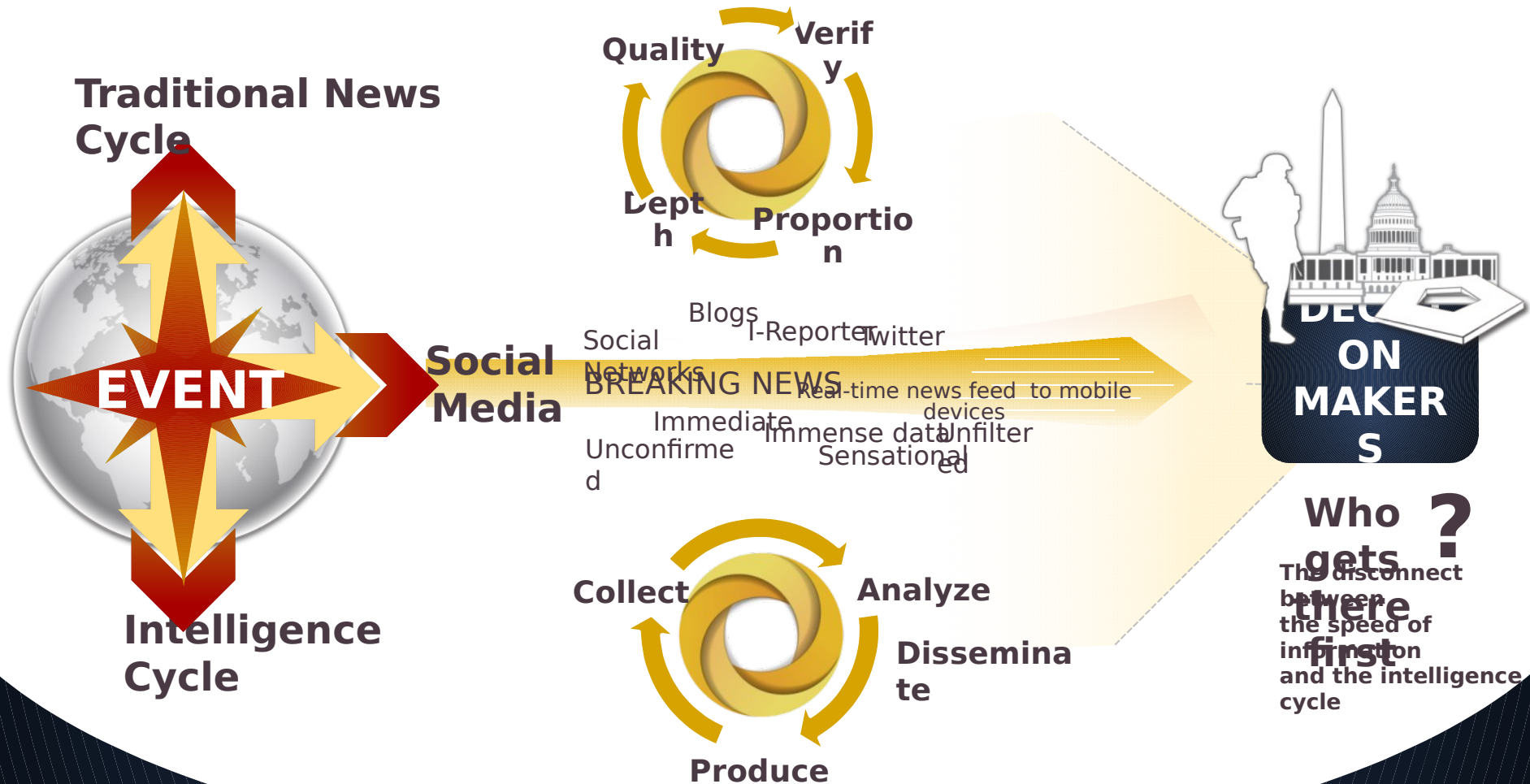
These maps depict the number and primary areas of operation of Islamic terrorist groups in 2004 and 2014, as designated by U.S. State Department's Foreign Terrorist Organizations (FTO) list. These maps only depict the geographic regions from Africa to South Asia, and do not include North or South America.

Security through Partnerships

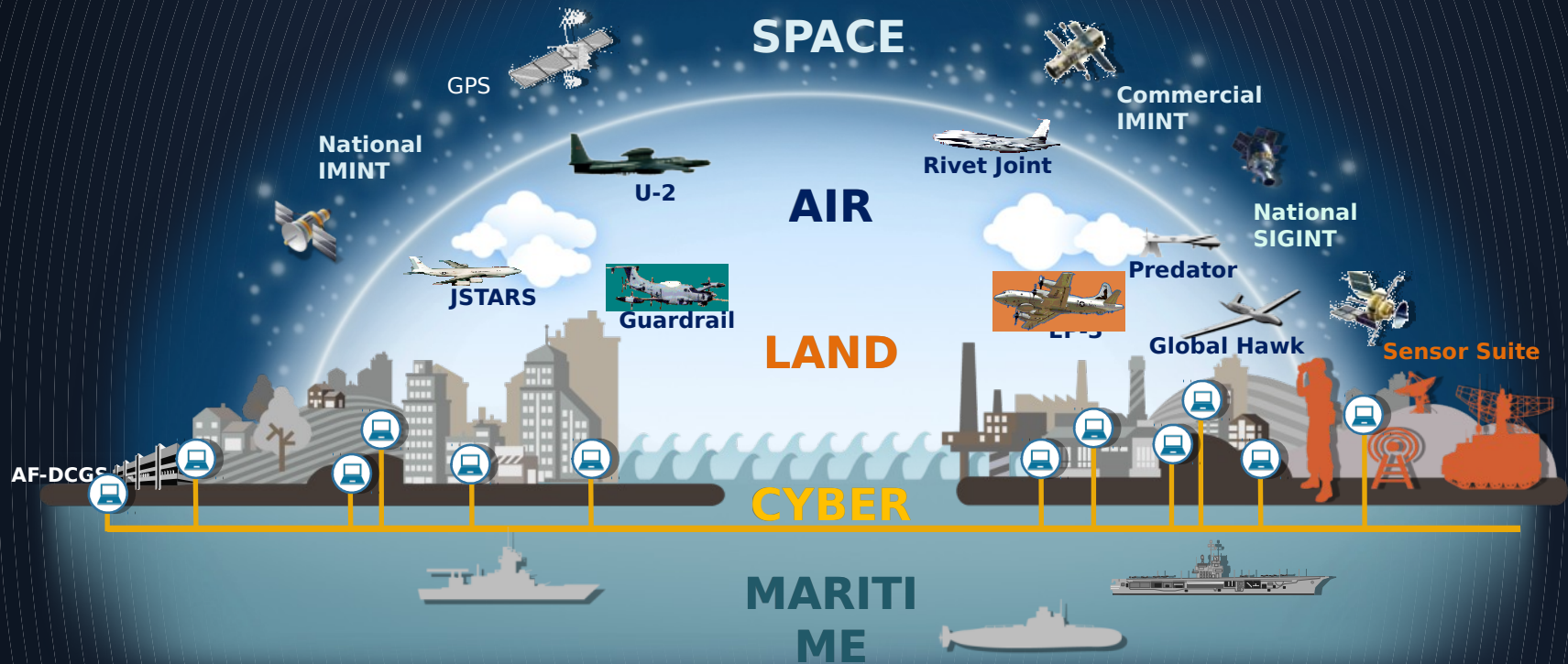


Decision Making in the 21st Century

(Battle Rhythm in **The Information Age**)

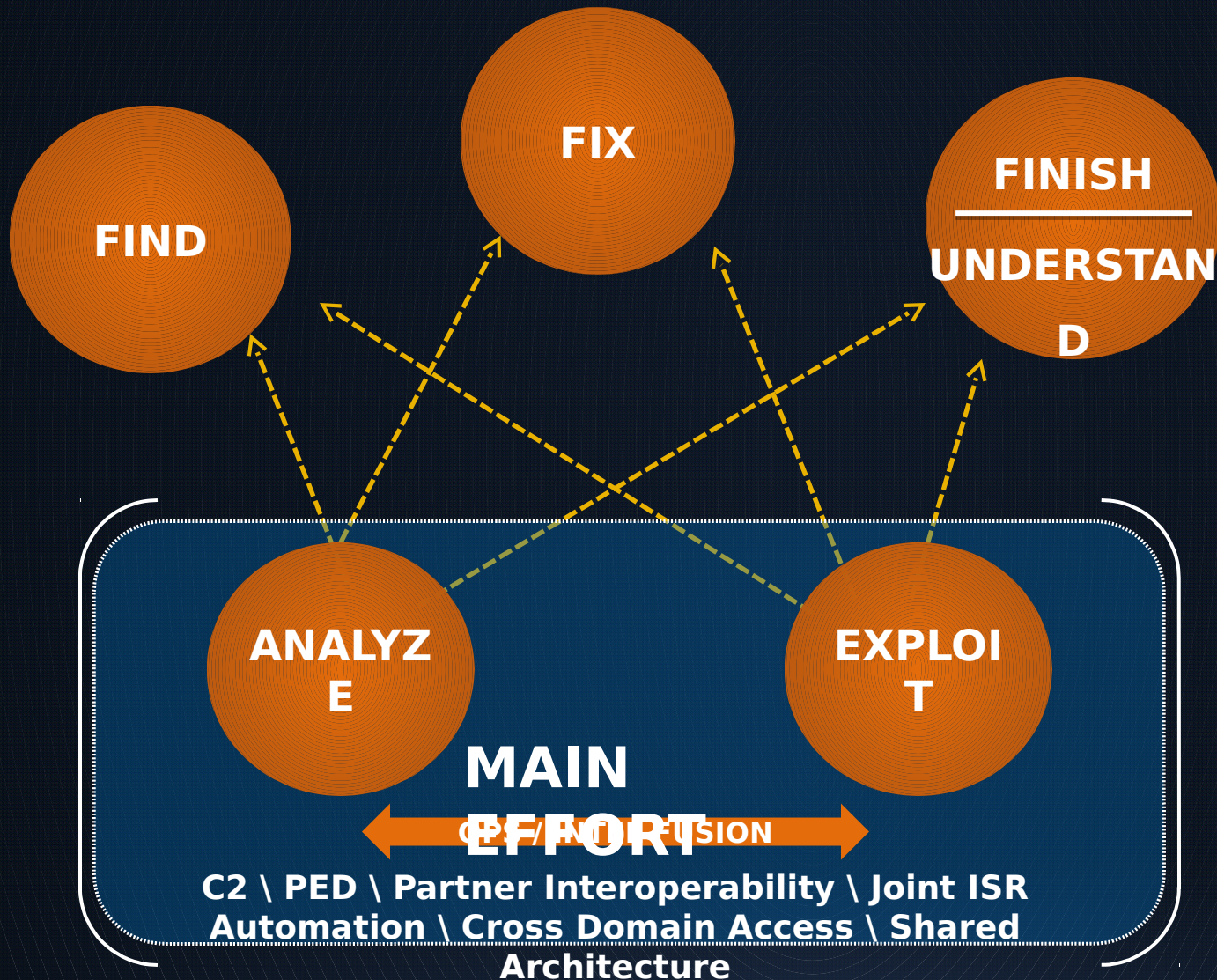


ISR Today: What It Looks Like



OUR CHALLENGE: Processing, exploiting, and sharing
integrated ISR bulk data in an international
coalition environment

ISR Today: How It Works



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Principles

- Speed
- Trust
-

Transparenc y

- New Partners
- Centralize SA
-

Decentralize DM

How We Will Get There – A New Model for Intelligence



The Way Forward

What I've Learned: **What We Need**

With no doctrine / no guidance...

- (1) Constantly task organize to achieve your purpose
- (2) Develop a culture of inclusion and transparency
- (3) Must have a widely understood strategy
- (4) Build / sustain a disciplined battle rhythm
- (5) Centralize situational awareness / decentralize decision making
- (6) Trust in team
- (7) Constant leader involvement

Maintain an offensive mindset...Change must be driven, not just shared...seek opportunities, have the intellect to see it and the courage to take it"

Questions



AMERICA'S ARMY:

THE STRENGTH OF THE NATION

Overlapping "Playbooks"

Russia vs. Ukraine

- Proxies, SOF, Influence Ops
- Exploiting Identity Cleavages
- Force Demonstrations / "Sabre Rattling"
- Exploiting NATO Divisions

Islamic Extremism

- Multiple Forces, Militias
- Proxies, Advisors
- Selective CW Use
- Mixed Conventional vs. Irregular Forces
- Improvised Weapons
- Complex International Play

Global Conditions

- Weak/Poor Governance
- Global Integration (Economic & Informational)
- Predominance of US (incl Allies) in Global Military Reach
- Evolving Legal Structures
- Costs & Risks of War

Russia vs. Ukraine

Islamic Extremism & Volatility

Iran Disruptive State

Iran - Disruptive State

- System of Proxies
- Guardian of Shia
- Swarm tactics
- Ballistic Missiles/GLCMs for strategic influence
- Conventional, Unconventional, & Irregular forces & strategy

Common Adversary Themes

- Stay Under Threshold for U.S. Military Action
- Achieve Results without Decisive military Engagement
- Indirect Strategies across full ROMO
- States Maintain Large Armed Forces
- Psychological/Influence Warfare
- Play the International Environment
- Pursue Permanent Warfare

Korea Disruptive State

Korea - Disruptive State

- Periodic Provocations incl lethal attacks
- Outmoded but Large & Deadly Conventional Force
- SOF, Missiles for Deterrence & Revenue
- WMD for Deterrence
- Complex International Role

Aggressive China

China vs. Neighbors

- Incremental and Intimidating Assertion of Territorial Claims
- Force Bilateral Situations
- Use Non-Military Assets with Military in Overwatch
- Control ROE to Minimize Risk of Escalation

Non Linear Dynamic Use of the Elements of Power and Activities Overlap to Achieve Political Objectives